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Correctional Service
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Towards Equal Partnership

Report on the Conference for Women in CSC

*(1991: Mont St. Marie,
Quebec)*

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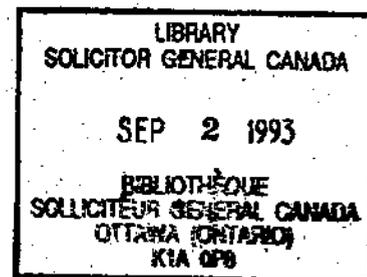
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Introduction

From November 4 to 7, 110 women from all regions and a broad spectrum of occupations came together at Mont Ste. Marie, Québec, for the first-ever conference for women at CSC.

The conference goal was to provide a forum for sharing ideas, knowledge, values and experiences relating to women's issues in the correctional workplace. The need for such a forum came clear to me as a result of my travels through CSC regions over the past two years. In the Pacific region, a group of women encouraged me to organize this national event. Fortunately, Commissioner Ole Ingstrup gave the project his full support.

The participants were middle managers, women with leadership responsibilities who could serve as role models and mentors for other staff. There was general consensus that although CSC has progressed greatly in recent years, more change is necessary to ensure equal participation of women and men at all levels and areas of work.

Delegates did not dwell much on problems, nor did they ask for special privileges for women. Rather they called for the kind of supportive, inclusive workplace that would allow each employee to give the best of him- or herself.

Working hard in plenaries, workshops and informal discussions, the participants came up with 26 specific recommendations covering key areas such as training and development, career support and support to staff with family responsibilities.

EXCOM has reviewed these recommendations and is taking steps towards implementation.

Participants also shared information about how to help one another and how to combat isolation, particularly for those who lack support systems in their vicinity.

November 1991 was just a first step. The dialogue continues — between women and women and between women and men at all levels of the organization. Some of this discussion will be formal, through future conferences and seminars at both the regional and national levels. Much will be informal. This brochure is designed to help the communication process. It summarizes what happened at Mont Ste. Marie for the benefit of those who could not attend. Use it as a self-help guide and as springboard for dialogue. Real progress can only come if individuals talk to one another, support one another and are willing to grow and change.

Dyane Dufresne
Assistant Commissioner, Personnel and Training



Equality benefits us all

The agenda brought forward at Mont Ste. Marie was perhaps long overdue. Nevertheless, the fact that it occurred is a sign that we are moving in the right direction. I am proud to say we are leaving behind an outdated organizational model — one that is rigid, authoritarian, hierarchical.

Instead, with the Mission as our base, we are working towards an organization that is more respectful of individuals, that nurtures everyone's abilities and that promotes teamwork and cooperation. A key aspect of this process is ensuring that both women and men are able to contribute their full range of abilities to the Service.

Women, because of their experiences and upbringing, tend to have certain skills that are particularly in tune with the teamwork approach of progressive organizations in the 1990s. Women workers and managers are often more likely than men to share power and information, to communicate, to motivate others, to enhance other people's self-worth and to create a sense of community among individuals.

Unfortunately, these very strengths have tended to be undervalued in our society. We are beginning to recognize that women's special "people" skills are key to a motivated, productive, healthy workforce. The suggestions put forward at Mont Ste. Marie are ways to ensure that women can put their considerable abilities to work for the Service, fully and without obstruction.

The call for equal partnership among men and women is both a challenge and an opportunity. It requires that we let go of outmoded ideas about gender. It offers us the opportunity to understand one another better and to create a more productive and enriching workplace.

In short, it brings us closer to the ideal expressed in Core Value 3: *"We believe our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour."*

I wish to thank the delegates to the Mont Ste. Marie conference for their superb job of focusing on the important issues. I fully support their objectives and urge everyone at CSC to do the same.

Ole Ingstrup
Commissioner



Barriers

"In order to be the best, we have to attract the best, we have to reward the best, and we have to keep the best. Half the talent of this country resides with the women of Canada, and we in the Public Service can do much more to recognize this reality and make use of that talent."

Speaker: Kay Stanley, Co-ordinator, Status of Women Canada

Women have made considerable progress at CSC over the last decade. Ten years ago only one in five CSC employees was female, and women correctional officers were virtually unheard of. Today, women represent almost a third of the Service overall and 15 percent of correctional officers.

Nevertheless, women have not advanced up the ranks in the numbers that might be expected, nor spread out through the full range of occupational groups. On the contrary. Most CSC women remain clustered in the "pink ghetto" of clerical and secretarial jobs and only 14.7 percent of senior managers are women.

This is not because women lack skills, education, know how or ambition, or even because of overt discrimination, rather it's subtle barriers, such as biased attitudes, that hold women back. As a result, some of the best and brightest women either fail to apply for CSC positions or leave the Service in frustration.

For women managers, supervising men can be a tricky business. First of all, for some men this may be a new and unwelcome experience. They may be uncomfortable about taking orders from a woman because they are not used to it. As Kay Stanley, Co-ordinator, Status of Women Canada, points out, neither CSC nor any other federal department can afford this loss. Experts predict a serious shortage of skilled workers in coming years. The failure to retain promising women employees will mean missing out on some of the best available talent in the future.

Glass ceiling

Concerned about these issues, CSC commissioned a study on women in the Service. Its report, published in 1990, found that women, as a group, felt isolated and discouraged because of perceived discrimination. Examples cited were *"gender-biased selection boards, tokenism, sexual harassment, biased perceptions toward family life, and a persistent, underlying ethos that corrections work is men's business."*

These findings are similar to those of a government-wide study conducted by a specially assembled Task Force on Barriers to Women in the Public Service. Its report, called *Beneath the Veneer*, was published in April 1990.



"foster... respect and support for the talents and integrity of every employee woman or man."

"a competent woman is not necessarily the clone of a competent man."

According to the Task Force, negative attitudes and a male-centred corporate culture contribute to a "glass ceiling" — a kind of invisible barrier to women's advancement. Some problems are:

- Many men still do not accept women in non-traditional roles; they have stereotyped views of women's "proper place," i.e., in the home or in low-paying, low status jobs.
- There's a tendency to view traditionally masculine traits and styles of leadership as the norm, while strengths seen as feminine are undervalued.
- Managers often disregard women's efforts, experience and credentials. Women have to prove themselves over and over, while male colleagues are assumed to have abilities.
- Informal structures and codes of behaviour make the Public Service still very much an "old boys club." Male managers may hold social activities in which they discuss strategies and form bonds. Women colleagues are often excluded.
- Women often do "double duty," shouldering the bulk of family responsibilities in addition to their jobs. There's not enough support (e.g., adequate child care provisions) for employees who are parents. Many women surveyed by the Task Force believed they were penalized for their commitment to family. They felt, for example, that having young children contributed to being denied a promotion.

Taking action

The Task Force called for management commitment to gender balance and to changing attitudes and the corporate culture.

"The object of the exercise is not to shift to under-utilizing men, but to reduce barriers so that competent women will compete at any level and in any group with equally competent men...."

Equally important, says the Task Force, is to recognize that "a competent woman is not necessarily the clone of a competent man."

Echoing these recommendations, Kay Stanley stresses that the main responsibility for generating change lies with management.

"Gender balance must be managed," she says, "because it won't happen automatically."

But she also points out that individual effort at all levels and among both women and men is important.

"It is up to each one of us to foster an environment of respect and support for the talents and integrity of every employee woman or man."

Strategies for Change

(The following sections are based on workshops and presentations during the three-day conference.)

1. New Management Styles

Management: Gender affects the style

Speaker: Dr. Lorraine Dyke, School of Business, Carleton University

Until recently, most people thought that a woman had to become just like a man in order to be a good manager. But ideas are changing. Researchers and progressive organizations are talking about the special strengths that women — as women — can bring to management jobs.

Women leaders don't have to deny their feminine side, the new thinking goes. On the contrary, because of the way they are brought up — to share power and nurture others — women tend to have skills essential for leadership. They are often good communicators, team builders and team players. They foster the growth of employees, consult others, involve others in decision-making, facilitate — all of which helps boost staff morale.

This greater appreciation of women's strengths dovetails with a new approach to organizations. To flourish in today's stressful, fast-changing work environment, certain thinkers say, companies must become less hierarchical. They must create a culture that promotes creativity, global thinking and treats people at all levels as a resource. And the ideal manager is androgynous, that is, combines the best of both feminine and masculine characteristics.

This is not to say that the new philosophy is widely accepted in the corporate world. Most executives are schooled in the old style. They tend to identify management potential with traditional male characteristics and to undervalue women's abilities.

Obviously, to enable women to use their full potential on the job, attitudes must change.

Some ways to facilitate this process are:

- 1) Acknowledge the problem. Many women, particularly those of the younger generation, deny that any barriers exist and are ill-prepared for the realities — the prejudices — they confront.
- 2) Attempt to educate both men and women about how gender may affect views, behaviour, styles of communication.
- 3) Challenge stereotypes. Don't ignore sexist jokes and comments. Find ways to constructively respond.
- 4) Mentor younger women. Pass on knowledge, encourage them and prepare them for leadership positions.
- 5) Give women a chance to demonstrate their full range of abilities, to show that people who do not fit the male management model can do well. Value diverse management styles. Don't believe there is only one way to achieve results.



The ideal manager is androgynous, that is, combines the best of both feminine and masculine characteristics.

Create win-win scenarios when supervising men

Speaker: Susan Niven, training and communications consultant,
The Momentum Management Group Inc.

For women managers, supervising men can be a tricky business. First of all, for some men this may be a new and unwelcome experience. They may be uncomfortable about taking orders from a woman because they are not used to it. The traditional hierarchy of men in dominant and women in supportive roles is changing at a pace that some men find hard to accept.

Moreover, the male worker may have very different expectations about the supervisory process than his female boss. For example, he may expect her to take an authoritarian approach to issue orders and to let him carry them out with little interference. Her style of management, however, may be to rule by consensus, to seek the cooperation and participation of employees in decisions and to help them do their work. The male employee may view this as indecisiveness. And he may see his supervisor's offers of assistance as an encroachment on "turf."

These misunderstandings may be rooted in the different ways men and women are raised. Researcher Deborah Tannen in her best seller *You Just Don't Understand* writes that men and women grow up in separate worlds, each learning a distinct "language" and rules and acquiring different values.

Boys learn to be competitive and play in hierarchical groups, while girls play more cooperatively, seeking to maintain equality among themselves. As adults, women tend to care about maintaining community and avoiding isolation. Many men, in contrast, focus on gaining status as individuals in a hierarchy. Women often use talking to build rapport, while men more for conveying information.

Know your style

The women manager does not necessarily have to change her style in order to supervise men successfully. However, she should be aware of how a man might perceive certain behaviours and verbal cues. Some examples:

- a) When a man confides in her about his troubles, a woman might say, "I'm sorry," meaning, "I'm sorry to hear that," and "I'm trying to put myself in your shoes." A man might misinterpret this to be an apology, an unnecessary assumption of guilt.
- b) A woman is likely to give direction by saying, "let's do this," or "how would you like to do this?" It is her way of building a cooperative atmosphere. A man may view this as indirect, indecisive or coercive.

In short, in order to be a good all-round manager, a woman must know herself, her own styles and approaches, be aware of her affects on others and understand her staff, both the men and women in it. The same, of course, holds true for the male manager.

Some other tips:

- Don't be overly sensitive or take criticism too personally.
- Don't let others "push your buttons."
- Have confidence in yourself. Value yourself. Stand by your decisions.
- Some men may have trouble taking orders from a woman. Be aware of ego sensitivities without necessarily playing up to them.



*Men and women
may have very dif-
ferent perceptions of
the same action.*

Be aware.

2. Creating Opportunities

Choosing the right career path

Speaker: Ann-Marie Trahan, Associate Deputy Minister (Civil Law), the Department of Justice

As Associate Deputy Minister (Civil Law) in the Department of Justice, Anne-Marie Trahan is among the highest ranking women in the federal civil service and part of a pioneering generation.

Welcoming opportunities to explore her potential, she doggedly quelled self-doubts and fears about what might lie ahead in a new job. Thus, she maintained faith in herself despite scepticism and disparaging comments about women's abilities that she encountered early in her career.

Trahan's main advice is for each individual to follow her heart, to make the choices that are right for her. Since a career takes up much of one's life, it's essential to have one that gives satisfaction. She also tells women to welcome challenges, to not fear the unknown of a new job and to have greater self confidence. Most women have abilities they are not even aware of, she says.

Another career asset is a sense of humour, which helps one cope with negative attitudes and isolation in male environments.

Stressing solidarity among women, Trahan says it is important for women to create the equivalent to "old boys networks." Women can learn a great deal from one another and can help one another overcome psychological barriers to success.

Know yourself

Although Trahan is a keen advocate of ambition, she recognizes that upward mobility may not be for everyone. Many former "Yuppies" are deciding to devote less time to career and more to family or personal interests. Essential too is to realize that one has different needs at different times of one's life.

"Six years ago I jumped at the chance to take on my current position (Associate Deputy Minister). I had the energy, health, interest required. If it had come later in life and I had been less healthy, I might have thought twice."

Take all your own needs into account, she says, and then, after you make a choice, make the best of it. Trahan's final word of advice: appreciate the small pleasures in life. Live for the moment. It helps you maintain mental health and get the most out of your career.



"Career planning requires self-initiative; employees must ask questions, look for information; apply in competitions."

from *Beneath the Veneer*

Make mentoring work for you

Speaker: Judith Dodgson, Vice-principal, Ottawa Board of Education

"I have had several mentors and I think this is a great strength. If several people in your business believe in you and think of you and expect you to do well, you have a lot of people standing up for you, putting your name forward...."

from *Beneath the Veneer*

A mentor is a role model, coach, advisor, sponsor and often friend. She or he is a person you respect and admire, whom you would like to emulate, who can encourage you as well as give you constructive criticism. Usually, people choose mentors who are at a higher position than themselves and often someone who is older, but not necessarily. The mentoring relationship is most often informal, a bond or unspoken commitment between people that develops over time.

It's not uncommon for people to have a series of mentors, and even more than one mentor at a time. In different stages of your career, different people can help you.

What are the benefits?

Through their knowledge of "the ropes" mentors can help you make career choices and plan effective advancement strategies. They can also help advocate on your behalf in the organization. The relationship is not all one-way either. Proteges benefit their mentors by giving them the satisfaction of passing on their knowledge.

How do you find a mentor?

Usually mentors and proteges find one another spontaneously and accidentally. A person asks for help, or someone offers it, and this leads to an ongoing exchange. What's essential is "chemistry," that mentor and protege must feel comfortable with one another.

You may consciously set out to find a mentor by identifying a likely candidate within the organization. You may directly ask that person to be your mentor (usually easiest to do if it is someone relatively close to you in rank). Or you may approach the potential mentor more indirectly. Tact is important. As one workshop participant put it: *"Asking someone to be your mentor is like asking them to be your friend."*

Pitfalls to avoid

Hanging on to one particular mentor for too long can impede your growth. You have to be ready to move on and learn from someone new.

Another problem to avoid is feeding the "rumour mill" if your mentor is of the opposite sex. Unfortunately, there are still too few women in senior positions to help all the junior colleagues who could benefit from mentoring. Despite the pitfalls, however, many women report that they have had male mentors and that the relationships were very beneficial.

Peer Coaching: one of the best ways to learn

Speaker: Judith Dodgson, Vice-principal, Ottawa Board of Education

Peer coaching is learning by doing with the help of a partner. It's a method of gaining new skills and developing rapport among co-workers through partnership relationships among peers. You learn by watching your partner, practising the skill and receiving feedback.

Mentoring and peer coaching are similar in that both are important ways for women to gain professional development and rise up the career ladder. There are significant differences too. The main elements of peer coaching are:

- it's between peers (mentoring is usually by a superior); it's focused; you work on a specific skill with your partner;
- it lends itself to being structured (mentoring is more informal);
- it's reciprocal you learn a skill from your partner; and you teach your partner something in return.

Benefits

The practical, hands-on training, instant reinforcement and feedback of peer coaching helps you gain confidence and retain knowledge. By reciprocating, training your partner, you also develop interpersonal skills.

The entire process helps break down isolation between people, facilitates all kinds of information exchange and promotes teamwork. It can be especially useful in integrating new employees into a unit.

How it works

Usually peer coaching involves a specific skill, for example, interviewing techniques. You should discuss with your prospective coach what you want to learn and why.

In other words, maintain a focus. The next steps can be as follows:

- observe the "expert" at work;
- ask questions after the demonstration about her techniques;
- practice the skill on your own; seek advice about difficulties you encounter;
- have the expert watch you and offer feedback (most people prefer verbal rather than written feedback);
- repeat the process but with you as the teacher passing on your expertise to your partner.

These steps will, of course, vary according to the circumstances. People must adapt methods to suit their needs.

How to get going

A peer coaching program requires a coordinator, as well as funding and ongoing support from the organization. Individuals can also act on their own by approaching colleagues who have skills to share and who want to learn something in return.



Practical hands-on training helps you develop skills and retain knowledge.

Networking gets results

Speakers: Louise Henry, Chief, Employment Equity, Revenue Canada Taxation and Vicki Friend, Officer, Women's Program Employment Equity, Revenue Canada Taxation

Definitions

A network is an informal, cooperative organization which connects people and serves as an alternative channel of communication. Networking is a new word for a very old idea, something that men have been doing for ages to help them get ahead. Since women are relatively new to the corporate world, they are less likely to have formed as many professional contacts. A structured networking group can help.



"Networking... gives you access to all kinds of resources and to a deep well of collective experience...."

Benefits of a Network

By forming a networking group within their workplace women can:

- support one another, boost one another's self-confidence;
- break down isolation (especially important for women working in a largely male environment);
- share ideas and information, discuss common concerns;
- organize meetings with women from other areas, regions, etc., thus creating a web of contacts.

How to get started

With one or two committed women you can establish an initial group. Look for other women with common concerns and similar experience and backgrounds. Once you have set up your core group, you can enlarge it to include people with different backgrounds, from other departments and even from outside the Public Service. This enriches the group, especially if you don't have many women working in your area.

Some activities to undertake include:

- Brown-bag lunch session with guest speakers, videos on career management, assertiveness training, etc.
- Presentations and discussions on career-related issues.
- A newsletter (it can be very simple, but a good way to exchange information and keep in touch).
- A directory of members, with titles and phone numbers. Makes members feel included and helps them follow up with contacts.
- A collection of books, magazines, newsletters, etc. as resource materials.

Ground rules

It's best to keep formal procedures to a minimum to facilitate spontaneous exchange. However, you'll need some structure to ensure people mingle and to have meaningful group discussions. Name tags, introductions and other such devices can help members meet one another.

Nurture the network so that it doesn't fizzle out. Some ways to accomplish this include: keeping members informed, holding regular and well-organized meetings and recruiting new members.

Breaking new ground for federally sentenced women

Speaker: Jane Miller-Ashton, National Co-ordinator, Federally Sentenced Women's Initiative

The lives of federally sentenced women reflect the barriers, prejudices and problems that affect disadvantaged women everywhere. This was one of the key points of Jane Miller-Ashton's presentation on the current status of Federally Sentenced Women's Initiative.

Jane Miller-Ashton stressed that although their cases may be extreme and their coping mechanisms inappropriate, women under federal sentence share much in common with disadvantaged women in society at large. Some of the issues include: very high rates of physical, emotional and sexual abuse, low self-esteem, less earning power than men, self-injury, substance abuse and single parenting in very difficult circumstances. Once incarcerated, federally sentenced women encounter another, almost universal, issue affecting women — they must adapt to a system that has been largely designed for men by men.

The Federally Sentenced Women's Initiative is an attempt to improve that situation. The initiative began with a Task Force which conducted five research projects and consulted broadly across Canada. The Report highlighted that women offenders are disadvantaged because most are accommodated in a single institution — the Prison for Women in Kingston. Some specific problems are:

- many women are dislocated from families, and home communities
- the over-classification of women offenders, many of whom present a low security risk
- the lack of sufficient assessment tools, programs and services which respond to the special needs of women
- the need for Aboriginal women to have enhanced opportunities for contact with Aboriginal culture and spirituality.

The Task Force recommended closing the Prison for Women and replacing it with smaller regional facilities, a Healing Lodge for Native women and expanded community based services for women. The Government accepted the Task Force Report in September 1990, and a National Implementation Team was established to action the recommendations. The Committee is supported by an External Advisory Committee which includes representation from the Status of Women, the Canadian Association of Elizabeth Fry Societies, and the Native Women's Association of Canada. A Healing Lodge Planning Committee has been established in partnership with Aboriginal women organizations and Natives Elders. Staff and offenders at Prison For Women are also being consulted throughout the planners process.

The new women's facilities will present a number of career opportunities for CSC staff. Jane Miller-Ashton encouraged conference participants who have interest in working with women offenders to submit applications. Men will also be on staff, and employees from the Prison for Women will have the opportunity to transfer.

Meeting the needs of federally sentenced women will not only help this special group, but will also benefit women in general, Jane Miller-Ashton said. Raising awareness of federally sentenced women's backgrounds — helps break the overall silence about women's issues. As well, she stressed, a society that is able to look at its most marginalized groups with compassion and understanding is more likely to treat all its members fairly.



"Efforts on behalf of federally sentenced women will benefit women generally. If you can respond to the needs of the most difficult group, you can help bring about more general change."

3. Personal Advancement Strategies

Balancing work and family life

Speaker: Dr. Linda Duxbury, School of Business, Carleton University
(Dr. Duxbury specializes in research on balancing work and family demands.)

New realities

Only 12 percent of Canadian families nowadays fit the traditional mould of a male breadwinner and a wife at home. Most women today, and indeed most mothers, work outside the home, a trend that is likely to continue. This "new world order" has important implications for both women and men nowadays in terms of what they can offer employers and the support they need. Companies can't assume that employees can always put work first, that they can travel anytime or be easily transferred.

In general, the ones who bear the brunt of domestic responsibilities are women. Although they may work nine to five, many still put in the equivalent of a full week's work in the home. Women not only take care of children, but increasingly of aging parents.

Some change is happening with men starting to take on more family responsibilities. However, a man who leaves a meeting to attend to a family crisis is likely to be looked down on. The prevailing corporate ethos is that employees must always put work first, something that women, and increasingly men, find hard to do.

The result is that workers become stressed, guilty and run down, which is bad for individuals, but also for organizations. Role conflict contributes to absenteeism, low productivity, low morale, decreased job commitment and high employee turnover, including the loss of talented capable employees. It is a very costly problem.

Organizations could help their employees juggle work and family roles in a number of ways. They might offer: flexible work hours and more opportunities to work at home; compressed work weeks; flexible benefit packages with, for example, daycare subsidies; more part-time work options; job sharing opportunities and counselling from specialists who are familiar with work/family conflicts.

As well, we need to change the corporate culture to be more supportive of employees' family roles. Management should realize that just because an employee puts family first at certain moments does not mean he or she is not career-oriented. In short, managers should look at the long-term potential of an employee.



Some Ways Individuals Can Help Themselves

- 1) Try to reduce your role responsibilities by lowering your standards of housework, meal preparation, etc. (Quite often women are their own harshest critics and expect unreasonable and unnecessary standards of themselves.) Also, don't accept additional responsibilities. Learn to say no to unessential committee work, volunteer work, and so on.
- 2) Establish your priorities. List what you need to do, do the most important tasks first.
- 3) Seek support from outside the family. If you can afford to hire cleaners, baby sitters, labour saving devices etc., do yourself the favour. If you can't afford it, seek the "bartering" of help with other parents.
- 4) Ask and allow your spouse and children to do more around the house. Often women find it more difficult to delegate tasks at home than they do at work.
- 5) Take advantage of any family-oriented work policies. Often employees don't do so for fear of being judged harshly by co-workers.
- 6) Try to compartmentalize your attention. When you are at work, focus on work; when you are home, give quality time to the family.
- 7) Develop a support network of friends in situations similar to yours.
- 8) A supportive spouse is invaluable, both in terms of physical help and emotional sustenance. Try to promote more support by increasing communication with your spouse.
- 9) Try to be more organized and efficient. For example, don't take phone calls when you are concentrating on a task. Plan and cook meals ahead of time, and so on.
- 10) Factor in time for yourself. Most women put work and children first, then their spouses and themselves last. Their own needs are first to be ignored when time is short. Create time for tension-reducing activities such as exercise.

"When women start working they take on an extra role, but don't usually reduce their involvement in the family. Husbands don't do nearly as much."

Dr. Linda Duxbury.

Women's stress loads

Speaker: Elizabeth Lynch

(Elizabeth Lynch is a psychologist who works in career counselling for the management category at the Public Service Commission. Elizabeth Lynch has recently joined the Correctional Service of Canada in the Family Violence Initiative)



What is stress?

Stress is a physical and mental response to circumstances that force us to adapt or change. We all need some stress to keep us motivated and energized. However, too much stress, and the wrong reactions to it, can make us physically and mentally ill. Some symptoms include: anxiety, low self-esteem, irritability, mood fluctuations, over-sensitivity, insomnia, fatigue, migraines and high blood pressure.

People have different stress thresholds and coping abilities. How well you deal with current stress in your job depends largely on your personal baggage — the state of your home life, your general health, good or bad experiences from the past, and the kind of person you are.

How women are affected

There are several key factors that contribute to stress overload among today's working women: 1) the difficulty of juggling work and family life; 2) women's tendency to blame themselves when things go wrong; 3) the undervaluing of women's achievements and abilities; and 4) women's isolation, lack of visibility and lack of influence in male-dominated organizations.

Obviously, one way to alleviate stress levels for women employees is to improve their work environment to combat negative attitudes towards women and to support their career efforts.

Individuals can also do a great deal to help themselves by cultivating a healthy, balanced lifestyle. Some ways to build up resistance to stress are:

- 1) Maintain an exercise regime. Exercise gives you a strong heart, muscle tone, and a sense of well being all very important in helping you stay alert but calm in stressful situations.
- 2) Maintain a balanced diet, avoiding "junk food" made of refined sugar and flour. Also avoid too much caffeine.
- 3) Get the sleep you need (amounts vary for individuals).
- 4) Cultivate hobbies, outside interests, friends and family all aspects of having a balanced life.
- 5) Avoid "all or nothing" thinking and despairing when something goes wrong. One mistake does not mean failure.
- 6) Don't dwell on negative details, for example, the one "wrong" comment you might have made in a conversation.
- 7) Be aware of your needs and try to fulfil them. Pat yourself on the back for your achievements. (Women don't do this nearly enough.)
- 8) Learn to value constructive criticism; it's not a judgment of you as a person, but a comment on specific actions.
- 9) Avoid the tendency, common among women; to try to "fix" everyone else's problems.
- 10) Have realistic expectations of yourself and others.
- 11) Develop support systems and communicate your needs to others.
- 12) Try to manage your time well and don't procrastinate.

"Women's double days of paid employment, child rearing, and household work with all the resulting compromises, dilemmas, and conflicts set up stressful scenarios that few men confront."

from Women, Paid/Unpaid Work and Stress, Canadian Advisory Council on the Status of Women

Empowerment through financial planning

Speaker: Roberta Goldmaker, Registered Plans Officer, CS CO-OP, Ottawa.

Financial planning is a systematic approach to determining your needs and setting both short- and long-term goals. It's something everyone should do. Unfortunately, women don't look forward nearly enough and tend to put their own financial needs last.

A first step is to determine your net worth by figuring out what you own and subtracting from it what you owe. These calculations give you a picture of how financially secure you are right now. Next make a budget, determining your available income and your expenses. This will help you decide how much money you can set aside for savings.

A good practice is to allot a percentage of income for savings (preferably 10%) before you begin to subtract other expenses. Look hard to see where you could minimize on expenses before you cut into this amount.

Priorities

Next determine your financial priorities using the following as guidelines:

- 1) Probably first on your list should be debt reduction. It makes more sense to cut down on a debt, with its attendant high interest rates, than to put money into a savings account. Part of this process might be paying down a mortgage.
- 2) Have an emergency fund savings in a form that can easily be turned into cash if you need it.
- 3) Provide for your dependents through an insurance policy. Also, have an up-to-date will and make power-of-attorney arrangements for you and your spouse. (You would want, for example, access to your spouse's assets in the event of accident or illness, and vice versa.)
- 4) Examine the different kinds of investment options and choose a package most suited to your needs.



- a) Among the most attractive options are RRSPs because they allow you to save tax during your high earning years while building a nest egg. New rules allow Canadians to put more tax deductible money into RRSPs than ever before. Married couples can contribute to a spousal RRSP, which offers specific tax advantages.
- b) Canadian Savings Bonds are easily cashed in, and they are secure.
- c) Term deposits and Guaranteed Investment Certificates (GIC) also offer a high degree of security because they are insured. However, you must lock your money in for a certain length of time.
- d) Mutual funds can represent practically any type of investment such as common stocks, preferred stocks, bonds, mortgages, money market investments etc. When "shopping" for a mutual fund, examine the credentials and track record of the fund manager. The success of the fund will very often depend on the management as well as other variables in the marketplace.

Rules of thumb

Generally, the higher the rate of return, the higher the risk. Young people who are beginning their earning careers can usually afford to take some investment risks, because the good times and bad times in the stock market will probably balance out over time. People close to retirement will probably prefer to put their money into very secure investments.

"If we don't do something now to look after ourselves for the future, there is no guarantee that down the road someone else will."

Roberta Goldmaker

Dealing with domestic violence

Speaker: Elizabeth Lynch

(Elizabeth Lynch is a psychologist with expertise in family violence. Elizabeth recently joined the Correctional Service of Canada under the Family Violence Initiative)

The problem

Family violence is tragic and widespread, with the daily abuse of thousands of women, children and elders by people who are closest to them. Perhaps the most common form of family violence is wife abuse. Researchers estimate that one in every ten women in Canada (one million) is assaulted by her partner each year. This includes women from every community and the whole social spectrum.

Effects

Abused women endure all manner of physical harm as well as persecution (threats, humiliation, etc.) that affects their mental health. In addition, the children who witness assaults on their mothers suffer deeply. Unless helped, many of these children are likely to repeat the cycle of violence — to become batterers or victims of battering when they grow up.

Why it happens

Researchers suggest that wife abuse occurs because:

- women are still not valued as equal partners in society, hence, some men see their wives as “possessions” and feel they have a right to dominate and control them;
- our society tends to condone aggression in general;
- abusive behaviour against women is often accepted and condoned.

How to help oneself or others

Because it's so widespread, wife abuse affects virtually everyone. If you are not in an abusive situation yourself, chances are you have a relative, friend or colleague who is, or who may be in the future. There are many ways to help. The key is for people to acknowledge the problem and to become involved.

If someone you know is being battered, keep in mind that:

- breaking the silence is crucial; abused women feel helpless and alone, which contributes to their remaining in abusive situations;
- wife assault is a criminal offence; police are required to take action when made aware of the violence;
- typically, the longer the abuse goes on, the more violent the abuser becomes and the harder it is for the woman to do something about it; don't wait for the next time to offer support or take action;
- the children are also affected and may even be in danger;
- many communities now have shelters for battered women and their children;
- Employee Assistance Programs can also offer help;
- abusers can learn to change through counselling or self-help groups; but they are very unlikely to change if their behaviour is tolerated;
- education is the long-term answer; we need to understand the causes of domestic violence, to teach our children about respect for all human beings and to seek non-violent, non-oppressive ways to live together as men, women, parents and children.

*"Reach out to
your colleagues,
family members
or friends."*

4. Creating a Supportive Work Environment

Using humour on the job

Speaker: Susan Niven, human resources consultant and specialist in communication, humour and self-esteem

People commonly believe that work and play must never mix, that work is Very Serious Business and that there's no place for humour on the job. But they're wrong.

Many studies have shown that laughter, humour and a playful attitude are tremendous assets to bring to work. For one thing, laughter is an excellent way to reduce stress, which most workplaces provide in ample amounts.

Some of the physiological benefits of laughter include: increased circulation, increased oxygen intake, decreased muscle tension and improved digestion. Psychological benefits include: a sense of well being, less anxiety, a more optimistic outlook, an increase in teamwork and communication and an ability to learn more easily. In short, the employee who can laugh while on the job is the one who will feel better, perform better and be a better colleague.

Some other benefits include:

- Humour increases self-confidence. If you can laugh at your mistakes, rather than fret, you'll be more likely to learn from them.
- Humour enhances communication. People are more likely to listen to a message and absorb information when they feel entertained.
- You are more likely to accept change, new ideas, if these are presented with humour.
- Humour builds bridges between people, improves teamwork.
- Laughter stimulates creativity. Brainstorming sessions in which participants are able to joke produce more and better ideas.
- Humour is a good defense against aggression. If a co-worker is harassing or putting you down, often a witty comeback will do much more to deflect hostility and maintain one's own dignity than by responding in kind.

Some ways to bring humour and fun to the workplace include: humorous memos, quotes, cartoons, a humour billboard and celebrations when an employee is hired (instead of only when people leave).



"Laughter is a non-fattening, contagious, pleasant, non-addictive tranquillizer with no negative side effects."

Susan Niven

Voluntary part-time work: the opportunities

Speaker: Joan Gibson, Director, Food Services, CSC

Joan Gibson conducted a study on part-time work opportunities while she herself was working part-time during a two-and-a-half-year period.

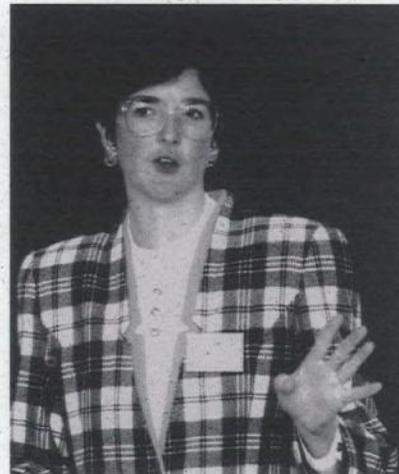
Her overall conclusion is that many employees would welcome part-time work options as a way to pursue careers while devoting more time to family or personal needs. By offering more such options, CSC can demonstrate that it is a progressive, flexible employer. Such a corporate image would help the Service retain good staff. This is particularly important in light of the aging of Canada's workforce and the expected shortage of skilled workers in coming decades.

Part-time work — definitions

Part-time options range from full-time work for part of the year, to reduced work hours per week, to reduced hours per day. Schedules should be worked-out on an individual basis and consider the needs of the employee, the manager and the operational requirements of the job. People who choose part-time work might only do so for a certain period, not for their whole working lives.

Level of interest

There are currently 200 part-time employees at CSC representing some two percent of all employees. According to a survey, many more employees would like to work part-time than are currently doing so. Almost 20 percent (87 persons) expressed an interest in part-time work. This figure rose to 45 percent (235 persons) of those surveyed when a change to current superannuation rules was considered. (Currently, employees working fewer than 30 hours a week cannot contribute to the Superannuation Plan. However, legislation is on the way to allow the pro-rating of pensions for part-time employees.)



Offering part-time options will help retain good staff.

Advantages to employees

Reduced work hours can mean less stress and fatigue and greater overall employee satisfaction. Some reasons for seeking part-time work are: to have more time for family, to pursue educational goals, to help cope with a disability, as a form of pre-retirement and to pursue personal interests. The disadvantages to individuals include: reduced pay and benefits (less of a concern under the new superannuation legislation) and loss of career development and advancement opportunities.

Advantages to the organization

The benefits to the organization include:

- Reduced costs through reduced absenteeism, punctuality, retention of skilled workers, avoidance of overtime. The employer may also have access to a greater variety of skills for lower cost with a larger pool of trained workers to draw from.
- Improved productivity; workers are less stressed and fatigued, thus better able to give the best of themselves.
- Retention of employees. Employees inclined to leave an organization when their children are born, may stay if part-time work is an option.

Against these benefits, the organization must weigh such disadvantages as increased administrative costs, increased supervision time by managers and lack of continuity of tasks in some cases. Both management and individual problems can be overcome or mitigated with good organization.

Creating a harassment-free workplace

Speaker: Lisa Hitch, legal counsel, Department of Justice

What is harassment?

Sexual harassment is a serious workplace issue in a great many modern-day organizations, including CSC. Such behaviour can deeply hurt individuals, undermine work performance and generally poison the work environment.

Harassment is not mutual flirtation or banter or appropriate compliments.

Rather, it is: *"Unwelcome conduct of a sexual nature that detrimentally affects the work environment or leads to adverse job-related consequences for the victim."* (Supreme Court of Canada)

The new Commissioner's Directive on harassment enlarges on this definition, specifying that the offending sexual behaviour is both unwelcome and known, either expressly or implicitly, to be unwelcome; and it is persistent and repeated. The CD also covers other forms of harassment such as racial discrimination.

Some specific acts that victims of harassment complain of include:

- undesired physical contact (e.g. groping),
- inappropriate comments (sexual innuendo),
- psychological abuse such as demeaning comments, trivializing jokes, taunts, etc.
- leering,
- displaying pornographic or other offensive or derogatory materials.



Who harasses and why?

Both men and women can be victims of sexual harassment, and CSC policy is designed to protect anyone, regardless of gender, from behaviour that undermines his/her dignity and work performance. However, the fact is that the overwhelming majority of harassers are male and the overwhelming majority of victims are female. Moreover, the women harassed are most likely to be those in low-paying, low-status jobs. Studies show that harassers are motivated not by sexual desire but by the urge to dominate, to put the women "in her place." The harasser may feel frustrated and powerless himself and thus takes out his frustrations on someone with less power and status.

"Harassers are motivated not by sexual desire but by the urge to dominate, to put the women 'in her place.'"

How to deal with harassment

- Initially, if you are subjected to unwanted advances, unwelcome comments, etc., you could pointedly remove yourself from the scene. Walk away. This may be enough to discourage any more unacceptable behaviour.
- Try direct confrontation, the polite but firm approach. State your feelings clearly.
- Discuss your feelings with co-workers, family and friends, thus building a support network.
- Document all incidences of harassment in case you lodge a formal complaint.
- Report the behaviour informally to your supervisor and ask him/her to discuss the matter with the offender. Or, you may raise the general issue of harassment at a staff meeting. This may help set the ground rules for everyone and enlist support from co-workers.
- Lodge a formal complaint either under the Commissioner's Directive or Treasury Board policy.
- If you are not satisfied with the outcome of your complaint, you can also take your case to the Canadian Human Rights Commission.

Management obligations

On becoming aware of harassment, management must immediately take positive steps to investigate and remedy the situation. This awareness may occur through a formal complaint or informally.

Role Models/Peer Advice

Different stories, common themes: panel of four CSC women

A special panel discussion during the conference introduced delegates to four CSC women: Marlene Nash, Director of Management Services at the Regional Psychiatric Centre, Pacific Region; Jane Miller-Ashton, National Coordinator of the Federally Sentenced Women Initiative; Lise Bouthillier, Regional Administrator of Community and Institutional Operations, Quebec Region; and Lucie McClung, Director of Operational Planning, NHQ.

All were women who'd had many years experience in the correctional field and were very successful in their careers. They could be viewed as trailblazers, role models, although they were reluctant to give themselves such titles. As one of them put it to the audience: "Any one of you could have been up here."

Nevertheless, their stories of striving, achieving and overcoming obstacles were inspirational. Their words of advice to their colleagues stimulated discussion on actions that CSC women need to take to advance their career prospects. This set the stage for the subsequent workshops that formulated recommendations.

Outlining their backgrounds, the panelists spoke of what had motivated them to enter and stick with the challenging field of correctional work. Key themes were: willingness to work hard, interest in helping people and faith in their own abilities.

Support is key

They described having encountered resistance to their advancement from some male colleagues — a resistance often expressed as over-protectiveness. This they'd surmounted by proving they could do the job as well, if not better, than anyone else. But the panelists also spoke of support they'd received from men and the need to appreciate it.

"Generally men are fair and supportive, especially if they don't feel threatened," one women said, adding, "Even the toughest male opposition can be won over."

Important too, is for women to stand up for one another, which does not always happen. One panelist pointed out, for example, that she'd met with less sensitivity to her needs as a parent from single women than from some of the men she worked with.

Other words of advice from the panelists and workshop participants:

- Ask for what you want in a positive way. Share your feelings about situations with your male colleagues; this will give them the chance to understand women's experiences better.
- Don't be afraid to take risks, such as starting a new job or project. If you don't have all the answers right away, chances are you'll learn them.
- Enter competitions for jobs you want, even if you're not sure you have the skills. If you don't compete, you might find that the person who got the job is less qualified than you are.
- Seek constructive feedback from your colleagues. It's an important way to determine if you're on the right track and to boost your self-confidence.
- Welcome challenges, but don't jump into them without being sure that this is what you want to do. Don't do something just to meet other people's expectations. Go for the jobs that really inspire you.

*...striving, achieving,
overcoming obstacles...*

The Role of Middle Managers

Speaker: Ginette Stewart, Commissioner, Public Service of Canada

In a keynote address to the conference, Public Service Commissioner Ginette Stewart spoke of the important role middle managers play in furthering the aims of the federal government which include promoting full equality for women employees. Middle managers, she said, are the backbone of the Public Service because of the leadership they provide and because they "bear the brunt of managing the front line." Women managers can help bring about new attitudes and changes in the corporate culture by demonstrating their considerable skills and integrity.

She pointed out that the Public Service is rethinking its philosophy of management to value a more holistic, human approach.

"...the ideal manager has been revisited....the so-called masculine mode of management characterized by qualities such as being competitive, analytical, directive, with top-down decision making, will need to give way to adopting more effective androgynous characteristics."

Ginette Stewart offered a profile of a thoroughly professional public servant. This is a person with: personal integrity, initiative, self-confidence, interpersonal and communication skills and leadership. This latter quality she described as the *"ability to create and instill a vision, a set of values and a climate in which these goals can be achieved."*

"While a good manager has the know how, a good leader has the know why. Rather than focusing on doing things right, a leader focuses on doing the right things."

"And so my recipe for professional well-being, equally good for advancement is: know who you are, believe in your abilities, enthusiastically contribute your values, skills and ideas to your organization, and respect your colleagues and those you serve."



Women managers can help change the corporate culture by demonstrating their considerable skills and integrity.

*Marlene Hunt, Co-ordinator of Regional Hospital Escort Team:
pioneer extraordinaire*

If ever there was someone who had "earned her stripes" it's Marlene Hunt, a senior correctional officer at Prison for Women and a dedicated CSC employee for the past 25 years.

During the opening banquet of the Mont Ste. Marie conference, Commissioner Ole Ingstrup presented Hunt with an Exemplary Service Medal for her superior achievements and long-time commitment to the Service.

Marlene Hunt started her career in corrections in 1966 with induction training at the federal staff college. After training, she joined the staff of Prison for Women, acquiring tasks and positions of increasing responsibility as management discovered her abilities. She became known as someone who could be counted on to handle a crisis, communicate with offenders and organize people. In 1987 and '88, she distinguished herself while on assignment to the Correctional Officers Recruitment Team by bringing excellent new recruits to the Service. Hunt's advice to both new and veteran employees is:

"Do the best job you can, but don't forget to do other things, to have a private life. That way you won't burn out."



Making it Happen

Conclusion

The three days of workshops at Mont St. Marie were a very heartening and positive exchange. The focus throughout was on equal partnership between women and men; on what can and must be done to make CSC a workplace which is fair and supportive to everyone. Such equality makes good management sense. It's the way to build genuine teamwork and to ensure that all employees have the chance to contribute their full potential to the Service.

Through upbeat, cooperative and professional interaction, the Mont Ste. Marie participants set the stage for concrete results. One of their most important achievements was the drafting of the recommendations presented in the following pages. I am delighted to say that senior management has approved them all and that steps are well underway in every region to turn these good ideas into action.

Another result was the recharging of personal batteries. Mont Ste. Marie delegates went home energized and motivated. They heeded the call to share what they'd learned with co-workers and to get others involved in the change process. Proof is in the initiatives, large and small, being undertaken by individuals across the country, whether it be a regional follow-up workshop, a women's advisory committee or informal networking groups.

I'd like to thank all participants for their invaluable input to the process, and urge you all to continue the work that's begun. In return, I promise to give you every kind of support I can provide.

Dyane Dufresne

Special thanks to:

Organizing Committee Members

Jane Miller-Ashton	Corinne Hagerman
Linda Brown	Marlene Hunt
Donna Dixon	Lucie McClung
Holly Flowers	Danielle Petitclerc

"The suggestions put forward at Mont Ste. Marie are ways to ensure that women can put their considerable abilities to work for the Service, fully and without obstruction."

Ole Ingstrup

Recommendations

Human Resource Programs

Mentoring and Coaching

1. Establish a mentor program (regional/national) that allows for:
 - a) a process by which coaches and mentors are assigned to individuals
 - b) training seminars for middle and senior managers in peer coaching and mentoring, which would apply to men and women in an equitable fashion.

Career Planning and Counselling

2. Conduct a survey to determine the actual career progression of women in CSC. The results should be published to help other women in determining their own career path.
3. Develop and implement national and regional counselling programs which will be responsible for counselling employees on their career and on the career possibilities which exist within the Service.
4. Approve and promote the opportunity for women to act in positions even if these positions are two levels higher than their base position. This would also help women to escape from the clerical/secretarial ghetto by providing programs which would serve as entry points to other employment areas.
5. Encourage promotion opportunities for employees in the community since many women are employed as WP-03 in parole offices. The perception is that promotions at NHQ come from outside the Service, while promotions at regions are given to employees in institutions.

Anti-Harassment

6. Ensure a commitment from all managers to eliminate harassment. CSC's policy on anti-harassment should be supported by tangible consequences to the harassers: (e.g. no future promotions).

Staffing

Selection Boards and Competitions

7. Review the competitive process to remove any systemic barriers that exist for women and to attract and encourage women to apply on more competitions. There is too much emphasis on experience rather than skills acquired.
8. Ensure that on all selection boards at least one woman is on the panel.

Training and Development

9. Establish a Career Development program (with financial resources) to assist employees in competing for positions at the middle and senior levels.

10. Develop a training program or workshop to show employees how to prepare for a competition.
11. Provide gender awareness programs for men and women at the institutional level.
12. Implement personal growth workshops to help employees to know themselves better, to identify their strengths and weaknesses.
13. Establish a mechanism to ensure that information on training courses (internal and external) is available and that funds and other resources are committed.
14. Include in the new Correctional Officer Training Program, a session on Awareness of the Correctional Environment; this session should focus particularly on situations and attitudes which women may encounter as they begin to work in an institution.
15. Provide a course to supervisors on "How to Manage Men and Women". The objectives of this course should be to initiate discussion with men on subjects which are of concern to women and to acquire a better understanding of the differences in communication methods. This course could be offered as a one day component of the existing three-week supervisors course already being provided.
16. Open up opportunities such as attendance of women at the SM-1 and SM-2 level, on a rotational basis, to the Senior Manager's Conferences.
17. Ensure that every task force reflects a fair representation rate of women in the Service.
18. Institute Career Days to educate all staff regarding what various jobs entail. Many women mentioned that they would never have applied for certain positions because of their unfounded fears and perceptions of what the jobs entail; once they found out what the job was actually about, they realized there was no problem and applied because they felt they could, in fact, do it.

External Policy Issues

19. Request that Treasury Board review its travel provisions of the \$10.00 and \$25.00 per day paid to people while they are on travel. Again, this applies to both men and women and is related to family responsibility. It actually costs people money to travel for the employer.

Communication Strategy

20. Develop a communication strategy similar to the one used for CSC's Mission to keep women's issues at the forefront within the Service. This could be done by publishing a regular column or insert in Let's Talk or by a separate publication, and by holding meetings organized and led by senior managers to discuss the principles of CSC on this issue.

General

21. Recognize officially, for pregnant Correctional Officers, at the national and regional levels, that post changes or conditions of work are not to be perceived as privileges. Pregnancy is not a handicap. There should also be local flexibility for decisions, on a case by case basis, according to specific needs.
22. Bring new women recruits into an institution as a "group". In this way, they have support from each other in coping with any discriminatory behaviour and attitudes which may arise. This would act as a retention mechanism for female CX.
23. Encourage Women in the CR or secretarial group to enter the CX group, since they are already aware of the correctional environment.
24. In an effort to support women's advancement and to obtain gender balance in management positions, as a follow-up to this conference, CSC should:
 - a) Encourage and support the development of regional networks.
 - b) Encourage and support annual regional conferences for women at all levels.
 - c) Encourage and support national conferences every two to three years to discuss women's issues and progress on gender balance. Men could be included since change must take place together.
 - d) Establish a Women's Advisory committee in each region, to ensure the follow-up of these recommendations.
25. The women's issue in CSC is a management problem. Consequently, senior management should establish clear objectives, ensure that these are adhered to at every management level and determine clear accountability.
26. Encourage flexibility of scheduling and of work arrangements. The organization as a whole should be more open and flexible in accommodating family responsibilities. This applies to both women and men. Family responsibility was identified as a true barrier for many participants who felt that they had to consciously gear their career to the level of family responsibility in their life.

To ensure the provision of equal employment and career development opportunities throughout the Correctional Service, we recognize that many of the above recommendations will be directed at both genders, as well as other employment equity groups.

Workshop Participants

Region: Atlantic

1. Linda Brown
2. Irma Hoogendoorn
3. Clara Rendell
4. Cathy Murray
5. Gisèle Smith
6. Lynn Bourgeois
7. Denise Thériault
8. Mary Grace Traer
9. Paulette Arsenault
10. Chris Manuge
11. Helen Hébert
12. Claudine Bourque

Region: Quebec

1. Johanne Poulin
2. Lise Bouthillier
3. Thérèse Gascon
4. Sylvie Després
5. Odette Ouimet
6. Micheline Désilets
7. Sharron Denofsky
8. Lucie Vallière
9. Nicole Chartrand
10. Monique Marullo-Morin
11. Johanne Provencher
12. Danielle Petitclerc
13. Caolina Soulié
14. Brigitte Dubé
15. Karol Prévost
16. Lucie Charron
17. Marielle Normandin
18. Michèle Bergeron
19. Soeur Flore Archambault
20. Diane Nantel

Region: Ontario

1. Doreen Natilizio
2. Joanne Blais
3. Janet Clark
4. Liz Eskerod
5. Rose Sutherland
6. Christine Mangan
7. Rhonda Kellett
8. Kathy Dafoe
9. Marlene Hunt
10. Rita Fisher
11. Sue Stockdale
12. Donna Dixon
13. Claudette Lawson
14. Susan Langevin
15. Cathy Gelineau
16. Kathleen Hunter
17. Chris Marr

Region: Prairie

1. Lois Kitts
2. Heather Bergen
3. Marguerite Schneider
4. Karen Smith-Black
5. Evelyn Steginus
6. Joan Rawlings
7. Jan Fox
8. Sandy Taylor
9. Dina Dennis
10. Joan Christianson
11. Kerry Vandekerckhove
12. Pat Gutwald
13. Aline Gavel
14. Joan Jorissen
15. Rose Kubin
16. Robby Nowicki

Region: Pacific

1. Judy Croft
2. Brenda Lamm
3. Shirley Burnet
4. France Line Raby
5. Marg Fletcher
6. Ingrid Leonhard
7. Danielle Carriere
8. Diane Brown

9. Rachel Bunt
10. Joy Williams
11. Nancy Wrenshall
12. Mary Martens
13. Claudette Murray
14. Pamela Good
15. Marlene Nash

Region: NHQ

1. Evelyn McCauley
2. Heather Lockwood
3. Colleen Laframboise
4. Lucie McClung
5. Denise Mainville
6. Corinne Hagerman
7. Jane Miller Ashton
8. Anne Kelly
9. Christine Cloutier
10. Sonja Ellefsen

11. Suzanne Crowder
12. Chantal Jacques
13. Wendy Parlow
14. Suzanne Léger
15. Dianne Lacelle
16. Janet de Laat
17. Claude Tellier
18. Helen Friel
19. Joce-Lyne Hamel
20. Lynn Cuddington

